

~~CONFIDENTIAL~~

Executive Registry

78-1940/p

DD/A Registry

78-2611/5

27 July 1978

PER.S. 2-2

25X1A

MEMORANDUM FOR: Deputy Director of Central Intelligence
[REDACTED] Executive Officer/DDA
[REDACTED] Deputy Executive Secretary

FROM: Director of Central Intelligence

SUBJECT: Employee Suggestions

REFERENCE: Memorandum to D/ES from EO/DDA, dated 17 July 1978,
same subject

1. Bob: Thanks for your report on the OTS group's three suggestions. I would appreciate your noting my comments on the third issue and taking action appropriately to ensure that all our new Agency regulations have a clearly labeled synopsis paragraph at the beginning in bold-face type so that employees can get the gist of the issue clearly. It may well be there now in the "General Paragraph" but if we change it we'll draw attention to it.

2. Dianne: Please let the OTS group know what action was taken on all three items.

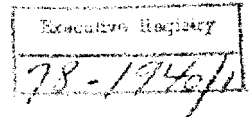
3. Frank: Let's work with the Office of Finance to set a management objective of reducing the average time to pay a contractor (or however else they want to measure it) in incremental stages.

25X1A

[REDACTED]
STANSFIELD TURNER

E2-IMPDET
CL BY 169947

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DD/A 78-2611/4
17 July 1978

25X1A

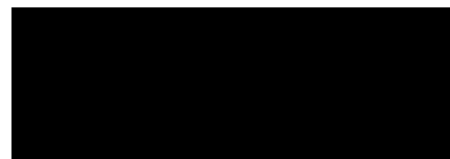
MEMORANDUM FOR: [REDACTED] Deputy/Executive Secretary
FROM: [REDACTED] Executive Officer/DDA 25X1A
SUBJECT: Employee Suggestions
REFERENCE: Your Memo; ER 78-1940, 3 July 1978

Forwarded herewith are responses to recent employee suggestions:

What would be required to obtain more circuits to install additional secure phones in OTS to alleviate security concerns there? Tab A

The feasibility of establishing an objective to reduce the current Agency average of paying contractor invoices within 60 days of the billing date to 20 days. Tab B

The feasibility of prefacing new Agency regulations with a clear, concise paragraph capturing the essence of each regulation. Tab C



25X1A

Atts:
Tabs A, B, C

ADMINISTRATIVE

Approved For Release 2001/07/12 : CIA-RDP81-00142R000400080007-6

DCI ISSUE

"The feasibility of establishing an objective to reduce the current Agency average of paying contractor invoices within 60 days of the billing date to 20 days."

1. The issue identified by this employee suggestion is significant and highlights an area which the Offices of Finance and Logistics (OF and OL) have long recognized to be of major concern. OL and OF have had a virtual standing committee for over 2 years exploring means to streamline procedures to effect faster pay for contractors. This joint analysis has resulted in implementation of several procedures which have improved contractor pay rates. For example, a system entitled "Fast Pay" was implemented in December 1975 as an optional clause for selected contracts. The intent of the procedure was to expedite paperwork in those instances where contractors and contracting officers agreed that procedures were applicable. Because results of "Fast Pay" were not up to expectations, revised procedures entitled "Expedited Pay" were drawn up in November 1977 and recently approved by OF for promulgation. OF has installed a priority system for invoice handling giving preferential treatment to contractors offering discounts and contracts with "Fast Pay" or "Expedited Pay" clauses. A direct tie to permit computerized contractor payment is, at this moment, being implemented between OF's computerized General Accounting System and OL's Contractor Information System. Because receiving documents are an essential part of the payment process, a follow-up procedure for delinquent receiving reports has been instituted within OL in the last year. Both OL and OF have embarked on customer education and discipline programs using briefings and Logistics Advisory Notices to stress the importance of expeditious customer actions relating to the payment process. Despite these actions, further improvement in contractor payments is still desirable. Additional actions being analyzed or implemented are covered in paragraph 4. While these planned actions will improve payment rates, to expect radical change in a short period of time is probably unrealistic because of the complexity of the problem.

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STATINTL

STATINTL

2. CIA deals with contractors through a variety of procedures and organizational components. In the simplest form, OL's Small Purchases Branch, located at [REDACTED] purchases over 15,500 line items per year on a "cash and carry" basis with the contractor paid immediately upon receipt of the item. Slightly more complex are those purchases made by OL's General Procurement Branch, which handles an estimated 30,000 line items per year through the purchase order mechanism, with contractor payment by OF's Audit and Certification Division against the contractor's invoice. These general purchases are most amenable to "Fast Pay" procedures and constitute the majority of payments made within 30 days. Significantly more complex, however, are the categories of contracts involving research and development, ADP procurement, production, and services. These contracts, generally of large dollar amounts, frequently result in products of significant technical complexity. It is these technically and legally complex procurements which result in the majority of payments extending beyond 30 days. Without going through excessive detail, all of the following factors have an exacerbating influence. Security considerations frequently necessitate circuitous routing of both invoice and payment. Technical complexity necessitates test and inspection (T&I) before acceptance and reimbursement. This T&I function performed by the requesting technical component frequently introduces substantial delays between receipt of the item and authorization by the technical component to OF to initiate payment. Perhaps most important is OF's statutory obligation to certify value received for funds expended. This legal necessity introduces requirements for precise audit, technical acceptance, and the multitude of accounting processes associated with receiving and deploying accountable property items. When all of the above is complicated by contracts calling for partial deliveries and partial payments with withholding provisions, the magnitude of the problem becomes more apparent. Nor are contractors fault free. It is common practice to mail invoices simultaneously with release of internal directives to ship the product. Obviously, many invoices arrive well in advance of actual receipt of the total order. These problems, except for cover considerations, are not peculiar to CIA.

3. In recent months, at least four bills have been introduced in the Congress with faster contractor payment or interest reimbursement as a principal goal. Interestingly enough, however, a 24 February 1978 GAO report to the Congress cites statistics that contractors find Government payment speed to be comparable to that of private industry purchasers. The report goes on to say that 30-day payment is optimal for

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Approved For Release 2001/07/12 : CIA-RDP81-00142R000400080007-6

Government cost-effectiveness with shorter periods resulting in increased costs. This GAO position was recently reinforced by a report of the President's Reorganization Project. OF statistics, excluding the over 15,500 "cash and carry" acquisitions, show that 40 percent of invoices are paid within 30 days and 70 percent within 60 days. Available statistics indicate this payment rate compares favorably with other Federal agencies. A survey of selected Agency contractors was conducted within the last 2 years by CIA's Chief, Procurement Management Staff, OL, with the specific goal of seeking areas of contractor dissatisfaction. Results of this survey would substantiate that CIA's procedures are at least as good as those of other Federal agencies. Notwithstanding comparability analyses, and as noted earlier, improvement in contractor pay rates remains highly desirable and is a matter for continuing DDA concern.

4. OL and OF are jointly exploring several procedures which will result in faster payment to contractors. Each has some drawbacks either in reduced Agency customer service, complication of statutory compliance, or significant alterations of existing procedures. It is expected, however, that some or several of these procedures can be implemented during FY 1979. Possibly the most dramatic relief in terms of volume of fast payments for small contractors could be realized by adoption of modified Arms Services Procurement Regulations procedures permitting payment upon receipt of invoices for items under \$10,000 with subsequent verification that deliverables met contract requirements. Improvement in T&I procedures with payment prior to T&I on the majority of items contracted for could substantially reduce invoice processing time. Dependent upon the success of OF and OL computer interface, computer payment could be expanded to include general purchase items. Restriction of materiel receiving points, while reducing customer service, may be cost-effective by improving contractor relationships. In addition to the above changes being analyzed, numerous minor procedural adjustments relating to document processing, forms simplification, and follow-up systems now being considered may prove practicable for implementation.

5. DDA elements would welcome the opportunity to discuss these proposed improvements and specific problems with customers or suggesters throughout the Agency.

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DCI ISSUE

"The feasibility of prefacing new Agency Regulations with a clear, concise paragraph capturing the essence of each regulation."

Most regulations, including those currently being revised, contain a brief introductory statement describing their purpose. Such a statement usually appears in the first paragraph titled General. We agree that such a statement should provide sufficient information to capture the essence of the regulation. Particular attention will be given in the future to ensure that such statements accomplish this purpose. As a further help to the employee, regulations usually are divided into logical sections, proceeding from the General, to Policy, Responsibilities, and Procedures. These sections lend themselves to a summary at the beginning of the regulation.

*Let's change General to Summary
"Synopsis" & print in bold
face type pls -*

"What would be required to obtain more circuits to install additional secure phones in OTS to alleviate security concerns there?"

25X1A 1. (C) Currently, the OTS [REDACTED] complex is provided secure voice service from [REDACTED] switch (5 lines) and the Headquarters switch (3 lines). Additional service off [REDACTED] switch is not possible as there are no spare ports. Additional service off the Headquarters switch is feasible and action is underway to provide expanded service.

25X1A
25X1A

2. (C) Discussions have been held with OTS personnel with regard to expanding secure voice service off the Headquarters switch. A feasibility study was completed during June 1978 by the [REDACTED] which would considerably enhance OTS' secure voice capabilities in a cost-effective manner. Factors to be addressed in order to implement the feasibility study are: space availability at both Headquarters and the OTS complex, funding and equipment selection.

25X1A

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Approved For Release 2001/07/12 : CIA-RDP81-00142R000400080007-6

Exemption Registry

78-1940

DD/A Registry

78-2611

3 July 1978

DD/A Registry

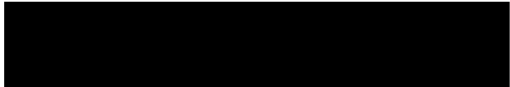
File *Personnel 2-2*

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : DCI Request for Comments on Employee Suggestions

In response to recent employee suggestions, the Director would like to be advised of the following:

- What would be required to obtain more circuits to install additional secure phones in OTS to alleviate security concerns there?
- The feasibility of establishing an objective to reduce the current Agency average of paying contractor invoices within 60 days of the billing date to 20 days.
- The feasibility of prefacing new Agency regulations with a clear, concise paragraph capturing the essence of each regulation.


Deputy Executive Secretary

cc: DDCI

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STATINTL

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DD/A Registry
File *Personnel 2-2*

DD/A 78-2611/4
17 July 1978

25X1A

MEMORANDUM FOR: [REDACTED]
Deputy/Executive Secretary

FROM: [REDACTED]
Executive Officer/DDA

25X1A

SUBJECT: Employee Suggestions

REFERENCE: Your Memo; ER 78-1940, 3 July 1978

Forwarded herewith are responses to recent
employee suggestions:

What would be required to obtain more circuits
to install additional secure phones in OTS to
alleviate security concerns there? Tab A

The feasibility of establishing an objective
to reduce the current Agency average of paying
contractor invoices within 60 days of the
billing date to 20 days. Tab B

The feasibility of prefacing new Agency regula-
tions with a clear, concise paragraph capturing
the essence of each regulation. Tab C

[REDACTED]
25X1A

Atts:
Tabs A,B,C

EO/DDA;se;17 July 1978

Distribution:
Orig - [REDACTED] w/Atts
1 - DDA Chrono
✓ 1 - DDA Subject w/Atts
1 - RFZ Chrono w/atts

25X1A

~~CONFIDENTIAL~~DDA
78-2611/2

"What would be required to obtain more circuits to install additional secure phones in OTS to alleviate security concerns there?"

1. (C) Currently, the OTS [REDACTED] complex is provided secure voice service from [REDACTED] switch (5 lines) and the Headquarters switch (3 lines). Additional service off [REDACTED] switch is not possible as there are no spare ports. Additional service off the Headquarters switch is feasible and action is underway to provide expanded service.

2. (C) Discussions have been held with OTS personnel with regard to expanding secure voice service off the Headquarters switch. A feasibility study was completed during June 1978 by the [REDACTED] of OC which would considerably enhance OTS' secure voice capabilities in a cost-effective manner. Factors to be addressed in order to implement the feasibility study are: space availability at both Headquarter and the OTS complex, funding and equipment selection.

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TAB B

DD/A Registry
78-2611/3

DCI ISSUE

"The feasibility of establishing an objective to reduce the current Agency average of paying contractor invoices within 60 days of the billing date to 20 days."

1. The issue identified by this employee suggestion is significant and highlights an area which the Offices of Finance and Logistics (OF and OL) have long recognized to be of major concern. OL and OF have had a virtual standing committee for over 2 years exploring means to streamline procedures to effect faster pay for contractors. This joint analysis has resulted in implementation of several procedures which have improved contractor pay rates. For example, a system entitled "Fast Pay" was implemented in December 1975 as an optional clause for selected contracts. The intent of the procedure was to expedite paperwork in those instances where contractors and contracting officers agreed that procedures were applicable. Because results of "Fast Pay" were not up to expectations, revised procedures entitled "Expedited Pay" were drawn up in November 1977 and recently approved by OF for promulgation. OF has installed a priority system for invoice handling giving preferential treatment to contractors offering discounts and contracts with "Fast Pay" or "Expedited Pay" clauses. A direct tie to permit computerized contractor payment is, at this moment, being implemented between OF's computerized General Accounting System and OL's Contractor Information System. Because receiving documents are an essential part of the payment process, a follow-up procedure for delinquent receiving reports has been instituted within OL in the last year. Both OL and OF have embarked on customer education and discipline programs using briefings and Logistics Advisory Notices to stress the importance of expeditious customer actions relating to the payment process. Despite these actions, further improvement in contractor payments is still desirable. Additional actions being analyzed or implemented are covered in paragraph 4. While these planned actions will improve payment rates, to expect radical change in a short period of time is probably unrealistic because of the complexity of the problem.

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EXECUTIVE SECRETARIAT

Routing Slip

TO:

DDA

		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI				
3	DD/RM				
4	DD/NFA				
5	DD/CT				
6	DD/A				
7	DD/O				
8	DD/S&T				
9	GC				
10	LC				
11	IG				
12	Compt				
13	PA				
14	D/EE0				
15	D/Pers				
16	AO/DCI				
17	C/IPS				
18	DCI/SS				
19	D/SS				
20					
21					
22					

SUSPENSE DATE:

Remarks:

STATINTL

Approved For Release 2001/07/12 : CIA-RDP81-00142R000400080007-6

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM				
TO		NAME AND ADDRESS	DATE	INITIALS
1		EO/DDA	8/1	<i>[Signature]</i>
2				
3		A/DDA	2 AUG 1978	<i>[Signature]</i>
4				
5		DDA	2 AUG 1978	<i>[Signature]</i>
6		Reg - subj cc		
ACTION		DIRECT REPLY	PREPARE REPLY	
APPROVAL		DISPATCH	RECOMMENDATION	
COMMENT		FILE	RETURN	
CONCURRENCE		INFORMATION	SIGNATURE	
Remarks: cc: Para 3 w/cc Att - D/OL and D/OF. Para 1 w/cc Att - C/RCB for Action. <div style="background-color: black; width: 200px; height: 50px; margin: 10px 0;"></div> <div style="text-align: center;"> <i>Please see [Signature]</i> <i>Don't</i> </div> <div style="background-color: black; width: 150px; height: 50px; margin: 10px 0;"></div>				
FOLD HERE TO RETURN TO SENDER				
FROM: NAME, ADDRESS AND PHONE NO.			DATE	
Approved For Release 2001/07/12 : CIA-RDP81-00142R000400080007-6				
UNCLASSIFIED		CONFIDENTIAL	SECRET	

STATINTL

STATINTL

ADMINISTRATIVE

Approved For Release 2001/07/12 : CIA-RDP84-000142R000400080007-6

Government cost-effectiveness with shorter periods resulting in increased costs. This GAO position was recently reinforced by a report of the President's Reorganization Project. OF statistics, excluding the over 15,500 "cash and carry" acquisitions, show that 40 percent of invoices are paid within 30 days and 70 percent within 60 days. Available statistics indicate this payment rate compares favorably with other Federal agencies. A survey of selected Agency contractors was conducted within the last 2 years by CIA's Chief, Procurement Management Staff, OL, with the specific goal of seeking areas of contractor dissatisfaction. Results of this survey would substantiate that CIA's procedures are at least as good as those of other Federal agencies. Notwithstanding comparability analyses, and as noted earlier, improvement in contractor pay rates remains highly desirable and is a matter for continuing DDA concern.

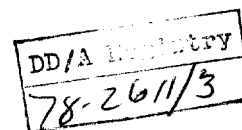
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ADMINISTRATIVE

Approved For Release 2001/07/12 : CIA-RDP84-000142R000400080007-6

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DCI ISSUE

"The feasibility of prefacing new Agency Regulations with a clear, concise paragraph capturing the essence of each regulation."

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78-2611/1

DCI ISSUE

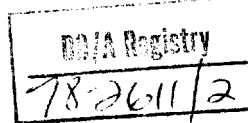
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CONFIDENTIAL

OC-M78-508

13 JUL 1978



MEMORANDUM FOR: Deputy Director for Administration

FROM : [REDACTED] 25X1A
Director of Communications

SUBJECT : Employee Suggestion regarding Additional
Secure Voice Phones in OTS (AIUO)

1. (C) This memorandum is in response to the DCI request for comments on the following suggestion made by an employee:

"What would be required to obtain more circuits to install additional secure phones in OTS to alleviate security concerns there?"

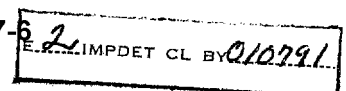
2. (C) Currently, the OTS [REDACTED] complex is provided secure voice service from [REDACTED] switch (5 lines) and the Headquarters switch (3 lines). Additional service off [REDACTED] switch is not possible as there are no spare ports. Additional service off the Headquarters switch is feasible and action is underway to provide expanded service. 25X1A 25X1A

3. (C) Discussions have been held with OTS personnel with regard to expanding secure voice service off the Headquarters switch. A feasibility study was completed during June 1978 by the [REDACTED] OC which would considerably enhance OTS' secure voice capabilities in a cost-effective manner. Factors to be addressed in order to implement the feasibility study are: space availability at both Headquarters and the OTS complex, funding and equipment selection. 25X1A



25X1A

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Approved For Release 2004/07/01 : CIA-RDP81-00142R000400080007-6

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Employee Suggestion regarding Additional Secure Voice Phones in OTS

FROM:

D/CO

2B07

STATINTL

EXTENSION

NO.

OC-m78-508

DATE

13 JUL 1978

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

	DATE		OFFICER'S INITIALS
	RECEIVED	FORWARDED	
1. DDA 7D18 Hqs			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			

If funds can be made available to implement this, we will be able to provide an additional 20 lines for OTS use.

STATINTL

FORM 610 USE PREVIOUS EDITIONS

SECRET

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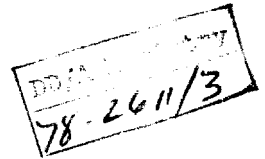
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ADMINISTRATIVE

Approved For Release 2001/07/12 : CIA-RDP81-00142R000400080007-6

INTERNAL USE ONLY



14 JUL 1978

MEMORANDUM FOR: Deputy Director for Administration

FROM: James H. McDonald
Director of Logistics

SUBJECT: DCI Issue

REFERENCE: Memo dtd 3 Jul 78 to DDA fm Dep Ex Sec,
subject: DCI Request for Comments on
Employee Suggestions (ER 78-1940;
DDA 78-2611; OL 8 3131)

The attached is very lengthy; however, it was felt necessary to cover the parameters of the problem. Per conversations with [REDACTED] a "blind memo" format was used to permit inclusion with responses to the DCI's other two issues. While we are not looking for work, I might suggest that in your covering note, you propose a joint Office of Logistics/Office of Finance MBO to raise the number of contractors paid within 30 days by 50 percent (per Office of Finance's figures, this would increase the 30-day rate from 40 percent to 60 percent).

STATINTL

[REDACTED]
James H. McDonald

STATINTL

Att

cc: D/Fin

*Att. Transmitted as is
of 2611/4*

ADMINISTRATIVE

OL 8 3131a

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Executive Registry
78-1940

DD/A Registry
78-2611

3 July 1978

DD/A Registry
File Personnel 2-2

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : DCI Request for Comments on Employee Suggestions

In response to recent employee suggestions, the Director would like to be advised of the following:

- What would be required to obtain more circuits to install additional secure phones in OTS to alleviate security concerns there?
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- The feasibility of prefacing new Agency regulations with a clear, concise paragraph capturing the essence of each regulation.

Commo

Leg & Fin

RCB

DD/A Registry
78-2611

[REDACTED]
Deputy Executive Secretary

STATINTL

cc: DDCI

STATINTL